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PLAN OF ACTION

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INTRODUCTION

The Plan of Action outlined below aims at providing a new thrust for ECE work in the years ahead. It is based on a vision that ECE will continue to facilitate and strengthen the involvement of all member countries in harmonious economic relations. This vision, which inspired the creation of ECE by the United Nations General Assembly in 1947, has to be maintained and placed in the new context created by the adherence of the whole region to the market economy system. As a forum where all member countries are represented on an equal basis, ECE is in a unique position to make that vision a reality by engineering its response to new realities and challenges in the region. Thanks to its capacity for change, ECE will remain an effective force for economic integration.

The willingness of member States to adapt the Commission to the dynamics of present and future changes, and the need to cope with a shrinking resources base, are at the origin of an in-depth review on ECE strategic directions and efficiency. An Ad Hoc Working Group has been established for this purpose ^{1/} and all those concerned have been involved in the reform process: individual member States - through a comprehensive questionnaire and a series of informal consultations -, the Principal Subsidiary Bodies - through a specific questionnaire and consultations with their respective Bureaux -, the Bureau of the Commission, and the Executive Secretary and secretariat of the Commission.

The Plan of Action, which provides a comprehensive framework for translating into action the strategic directions highlighted in the Declaration on the Strengthening of Economic Cooperation in Europe, is the result of this broad and multifaceted process of consultations and discussion. Chapter I presents the general orientations and main changes both for the programme of work as a whole and for each particular area of work. Chapters II, III, IV and V deal, respectively, with cross-sectoral issues, working methods and efficiency, relations with other bodies, and relations with other actors. Each chapter outlines both the principles agreed upon and the concrete decisions taken to translate these principles into action.

CHAPTER I: AREAS OF WORK

A. Principles

The orientations and changes in the ECE programme of work are governed by the following eight principles:

^{1/} The mandate of the Ad Hoc Working Group on Strategic Directions and Efficiency, as defined in Commission decision 1 (1995-S), is "to define strategic directions of future activities of the Commission, reflecting new realities in the ECE region and taking into account the needs and priorities of economic development of the countries in transition as well as budget capacity".

- (1) *to focus on those areas of work where ECE has recognized expertise and proven advantages, and which are sustainable in the long run. These are areas which call for a multilateral treatment within the framework of a neutral regional forum and which cover issues and activities of priority concern to large numbers of countries representing all geographical parts of the region;*
- (2) *to ensure that in these areas, ECE work has tangible and useful achievements, all of which serve the objectives of economic integration and sustainable development through: (i) the production of reliable statistical data and well thought-out economic analyses; (ii) the development of conventions, norms and standards.*
- (3) *to be selective in terms of both the establishment of the intergovernmental bodies and the definition of the substantive programmes and activities. This selectivity, facilitated by the application of the two previous principles, leads to a Commission comprising 7 Principal Subsidiary Bodies, representing a reduction from 14 to 7, whilst the total number of programme elements which amounted to 268 has been reduced by 60%;*
- (4) *to develop flexibility in the methods of work. This flexibility allows existing activities to be terminated and new ones to be initiated at a pace in keeping with changing needs and realities; it will be implemented by: (i) requesting PSBs to define a precise programme of work and a time-frame for any new related bodies limited by sunset clauses (see Chapter III. A.1 below); (ii) establishing a Coordinating Unit for Operational Activities (see Chapter I. B.9 below), which will coordinate or organize seminars and workshops on issues of direct interest to specific groups of countries. These flexible methods of work will make it possible to maintain the existing networks of experts within the different ECE areas of work while ensuring an evolution in the issues addressed within these areas.*
- (5) *to respond to the needs and priorities of countries in transition. All ECE activities are useful for countries in transition, as they are a factor of integration, and/or they facilitate the exchange of information, views and experiences between those countries and the other countries of the region. In addition, specific activities focused on countries in transition will continue to be included in the programme of work or developed through the Regional Advisers in all strategic areas of work, while others will be initiated through the above-mentioned Unit.*
- (6) *to strengthen cooperation with other international organizations active in the region, in particular regional institutions and subregional groupings. As outlined in Chapter IV.(a) below, this cooperation has to build upon complementarities in terms of membership, mandate, issues and approaches to these issues, and also to avoid duplication, taking into account the proven advantages of the organizations concerned.*

- (7) to further involve the business community in ECE activities particularly of interest to enterprises. As highlighted in Chapter V.A below, strengthened relationships between ECE and the business community are mutually beneficial. The experience gained by ECE in key industrial sectors, legal aspects of commercial transactions, norms setting - in particular in trade facilitation -, investment promotion and support for the development of small and medium-sized enterprises constitutes a solid basis for a Government-business dialogue within the framework of ECE. This dialogue will take place mainly - but not exclusively - at special events held during the annual sessions of the Commission and through activities organized by the restructured and renamed Committee for Trade, Industry and Enterprise Development, and other PSBs where appropriate (see Chapter I.B. 4. below).
- (8) to ensure an incremental and transparent process of adjustment in the ECE programme of work, taking due account of programme requirements, resource availability and the need for efficiency gains. While the PSBs are responsible for the selection of activities within their respective resource base, the Commission has a role of arbitration when there are competing additional demands from PSBs and/or significant changes in the overall ECE budget. In order to advise the Commission in that regard, a Group of Experts on the Programme of Work is established (see Chapter II.D below).

B. Programme review in ECE areas of work

Building upon Commission decisions O (45) and 1 (1995-S), the programme review derives, first and foremost, from the strategic directions of the Commission's future activities as outlined in The Declaration on the Strengthening of Economic Cooperation in Europe and in the above-mentioned principles. It is also based on budget capacity: a total reduction of 10.5% of the resource base is anticipated in 1998-1999 as compared with the proposed budget in 1996-1997.

Taking into account budgetary constraints and in view of the strategic directions defined, the resource base for each area of work is outlined in Annex I to this Plan of Action.

Annex II specifies the resource allocation by programme element within each area of work. This allocation takes into account both the "sectoral" replies of member States to the questionnaire and the priorities identified by the PSBs at their last annual session. However, the list of programme elements by area of work should not be considered as definitely fixed. This list can be further refined and/or slightly revised by the relevant PSBs at their next annual session, within the resource base allocated to them.

This programme review outlines, by area of work, the strategic directions for the future, changes in resource allocation and operating mechanisms, in particular at the intergovernmental level, and the reasons for these changes.

The ECE areas of work are: Environment; Transport; Statistics; Trade, Industry and Enterprise Development; Economic Analysis; Energy; Timber; Human Settlements; and Coordinating Unit for Operational Activities.

(1) Environment

Environment is considered by ECE member States as a strategic area of work. It therefore needs to be further consolidated in the three major directions which have a long-term dimension:

(a) "Environment for Europe" process: this process involves all major organizations and institutions of relevance to cooperation and cost-effective work-sharing. The regular Ministerial Conferences provide the policy guidance and priority-setting required for this cooperation.

(b) *Environmental Conventions*: the negotiations on and implementation of binding international environmental legislation can benefit from important synergies, being serviced by the same secretariat. It is crucial to be able to use the staff flexibly according to changing workloads and to draw upon the experience from different legal instruments to the benefit of others and for input to the policy work in different intergovernmental bodies as appropriate.

(c) *Environmental Performance Reviews*: this area was included as a permanent programme element in the programme of work by the Committee on Environmental Policy in May 1996. A successful implementation of the programme requires some extra-budgetary resources and flexibility in the use of Division staff outside the EPR team, which has been introduced.

The additional resources assigned to this area of work will be used to strengthen activities in the following fields: environmental performance reviews; the Convention on Long-range Transboundary Air Pollution; and preparation of the Convention on access to environmental information and public participation in environmental decision-making.

(2) Transport

The strategic importance of this area of work is based on the fact that increased economic development and integration of ECE countries require increased international transport and therefore increased intergovernmental cooperation. The overall objective of this cooperation is to develop coherent international transport networks and to facilitate and develop international transport while improving safety and environmental performance.

Along this strategic line, ECE focuses its work on the development of a wide range of international legal instruments, regulations for the construction of vehicles, and recommendations. These instruments provide a common technical and legal basis for the development of coherent international infrastructure networks, for the improvement of efficiency, safety and environmental performance of the transport sector and for the facilitation of border crossing in the ECE region.

ECE work in norms and standard-setting in this area of work is two-fold: (i) to develop new instruments and to continuously adapt the existing ones, according to the needs of member States and of the region as a whole in the transport sector; (ii) to support the effective implementation of the instruments adopted, particularly in countries in transition in order to facilitate their integration by bringing their transport systems in line with those in other countries of the region.

The additional resources assigned to this area of work will be used to strengthen these two orientations of work in the fields for which a majority of ECE member States have requested those resources, namely the transport of dangerous goods, customs questions affecting transport and road safety.

(3) Statistics

Statistics is a strategic area of work which needs to be further consolidated in the following three directions:

(a) to respond in an efficient and effective way to the priorities and needs of national statistical offices in the ECE region through the implementation of the Conference of European Statisticians' work programme which coordinates the statistical work of all other international agencies active in the region and determines a common set of countries-specified aims and outputs;

(b) to ensure that essential macro-economic and other statistics on the ECE region are collected, processed and made available both to users within the framework of ECE - in particular the Division for Economic Analysis and Projections and a number of PSBs - and to other international organizations relying on ECE for this data collection and processing.

(c) to address the particular circumstances and needs of economies in transition in the field of statistics through the regular work programme as well as through regional advisory services and technical assistance activities.

In view of these directions of work, the additional resources will be primarily used to strengthen the ECE capacity to produce a larger and higher quality body of statistics in a timely manner, especially in countries in transition, and to serve the work of the Conference of European Statisticians in priority fields of statistics such as national accounts, environmental accounting, coordination of international statistical work, and of course technical assistance to countries in transition in these and other fields.

(4) Trade, Industry and Enterprise Development

The work in this area has a twofold objective: (i) to contribute to the creation of a clear, predictable and supportive environment for industrial and enterprise activities; (ii) to assist in the integration of all countries, in particular countries in transition, into the European and global economy. In

order to serve these objectives, the three following main directions of work will be further developed:

- (a) trade promotion, trade-related standards and the legal framework for promoting trade and investment, including commercial contract practices;
- (b) trade facilitation through internationally agreed standards and regulations developed by the Centre for Facilitation of Administration, Commerce and Transport (CEFACT) as well as through standardization policies and modern trade techniques, especially UN/EDIFACT;
- (c) the development of enterprise, including the promotion of small and medium scale enterprises, particularly in countries in transition.

The industry and enterprise development dimensions will lead to fostering activities which are at the interface of government and private sector responsibilities for ensuring an efficient and well-functioning market economy. This approach cuts across all types of activities as they relate to trade and investment, including in the field of industry which, in line with principle (6) of part A above, calls for cooperative relationships between governments and enterprises. In order to better reflect this cross-sectoral approach in the field of trade, the existing Committee will be renamed Committee for Trade, Industry and Enterprise Development.

The programme of work will benefit from the inclusion of issues and activities regarding the steel and chemical industries which were previously dealt with under the aegis of sectoral Working Parties. Taking into account both the priorities identified by the latter and the resource base now allocated to these activities, a number of programme elements could be retained, grouped around clusters of issues, for example: (i) collection of information about market trends and prospects; (ii) promotion of sustainable development; and (iii) policies of privatization and restructuring. These three cross-sectoral issues are relevant for other key sectors of industry which are also adapting to an increasingly integrated market-economy at the regional and global levels and they are directly related to the promotion of business, trade and investment. It is therefore expected that activities in steel and chemicals will contribute to, and benefit from, interaction with the other activities carried out within the framework of the Committee. In order to organize this interaction, the latter is requested to establish two Groups of Experts of the nature described in Chapter III. A. 2. below, one on Steel, the other on Chemicals, for a two-year period ^{2/}; it is also requested to ensure that a member of each Bureau of the two former Working Parties join the Bureau of the Committee. In each case, the representative will consult all the other members of the Bureau of the former Working Party in order to make

^{2/} This fixed duration does not preclude the possibility of reinstating a group of experts in the same field, again for a limited period of two years, after careful evaluation of the work achieved and provided that the Committee is in a position to define a new precise programme of work in the light of this evaluation.

proposals for the preparation of the work programme of the Ad Hoc Group of Experts. This structure will make it possible to retain the existing valuable networks of experts, to define a clearly delineated programme of work and to maintain the extra-budgetary resources made available to this work by the private industry. It will in particular provide a framework for organizing, in cooperation with the newly established Unit, activities focused on industrial restructuring in transition economies.

Finally, in line with the directions of work outlined above, the Working Party on Standardization of Perishable Produce and Quality Development and the Working Party on Technical Harmonization and Standardization Policies will, from now on, report to the Committee for Trade, Industry and Enterprise Development.

(5) Economic Analysis

ECE work in the field of economic analysis contributes to economic integration as it permits the exchange of views and information on complex economic problems and policies, thereby improving mutual understanding among countries of the ECE region, providing an international perspective for national policy makers and, when appropriate, facilitating the convergence of their policies. Work in this area has two main dimensions:

(a) *The Economic Survey of Europe*: this publication, considered highly useful by a majority of member States and many economists from both academic circles and the private business sector in the region, will be further concentrated on the analysis of economic developments and problems in the transition economies and on their economic and financial relations with other countries of the ECE region and the rest of the world. Furthermore, it is intended to increase the analyses of structural change and institutional problems and to provide more frequent analysis of macroeconomic developments in the transition economies. These general directions will be reflected in a new format of the Survey, namely an annual volume of three issues. The first issue of each volume will focus on developments in the ECE region in the past and coming year, with special emphasis on the transition economies and their relations with the rest of the world; it will also deal with selected structural and institutional aspects of the transition process. The second will address selected topics on other areas of ECE's work. The third will focus on the trade and external financial relations of the transition economies and will replace the *Economic Bulletin for Europe*.

All three issues will provide an overview of macroeconomic developments in the region, with emphasis on the transition economies, backed up by an up-to-date statistical annex on the transition economies. A regularly updated statistical database on the transition economies, constructed to support ECE's economic analysis, will be made available as soon as possible to other international organizations.

(b) *Policy debates*: A major objective of the *Economic Survey of Europe* will be to provide a focus for the discussion of economic problems and policies within the ECE framework. Along this line an economic

discussion will take place on the first day of the annual session of the Commission (see Chapter III.B. below), based on Issue No. 1 of the Survey. It will be preceded by a fully served seminar held just before the session to which economists from the government, academic and business sectors, as well as from other international organizations, will be invited. Extrabudgetary resources will, as far as possible, be sought in order to facilitate the representation of CITs which otherwise could not attend. This seminar, together with the debate on the first day of the Commission, will replace the Senior Economic Advisers. A number of possible topics to be discussed at the seminar will be proposed to the autumn ad hoc informal meeting of the Commission by the Executive Secretary after informal consultations with senior economic advisers in government and in academic circles.

In addition to the annual seminar, other workshops may be organized on economic issues in transition economies by the new Unit with substantive contributions when possible from the Division for Economic Analysis and Projections or from economic experts outside the secretariat.

Population Activities are maintained in the ECE programme of work but with a reduced resource base.

Most of the resources released by the abolition of the Senior Economic Advisers and the reduction of resources reallocated to population studies will be redeployed to extend the economic and statistical analysis of the transition economies, especially CIS countries and south-east European countries.

(6) Sustainable Energy

ECE work in this area is scaled down and refocused on a range of issues that cut across various dimensions of sustainability in the energy sector. Accordingly, the following directions of work are retained:

(a) *Sustainable energy policies*: this area will cover issues such as restructuring of the energy sector in the context of sustainable development, including energy reforms in central and eastern Europe, integration of energy systems, and significant new developments affecting energy demand and supply in the short and medium term, including pricing policies;

(b) *Energy efficiency*: this area will deal with standards and other measures aimed at promoting energy efficiency and conservation as well as the rational use of various sources of energy; the experimental dimension of this direction of work will be further developed through the "Energy Efficiency 2000 Project";

(c) *Gas*: the activities of this major source of energy for the region - both on the supply and consumption sides - are retained, covering issues such as restructuring in countries in transition, management of gas resources, trade and interconnections of gas networks in Europe.

In addition, a number of activities related to coal and its use for thermal power are retained. ECE activities in this field will focus on market adaptation of the coal sector in transition economies, as well as on the environmental aspects of coal power generation, including clean coal technologies.

ECE work on Energy will be carried out under the following intergovernmental structure:

- the existing Committee on Energy is renamed Committee on Sustainable Energy; accordingly it will refocus its work on issues related to the sustainability of the energy sector, as outlined in the direction of work (a) above.
- The existing Steering Committee of the "Energy Efficiency 2000 Project" will report to the Committee on Sustainable Energy;
- The Committee on Sustainable Energy is requested to establish an Ad Hoc Group of Experts on Coal and Thermal Power of the nature described in Chapter III. A.2. below, for a two-year period ^{3/}, and to ensure that a member of the bureau of the former Working Party on Coal joins the bureau of the Committee on Sustainable Energy;
- The Committee on Sustainable Energy will deal with the issue of the interconnection of electric power networks in the region. Other possible activities in the field of electric power which are of interest to a more limited subset of countries may be organized by the newly established Unit, with the substantive support of the Committee on Sustainable Energy.
- The existing Working Party on Gas, to which the Gas Centre reports, is maintained and will continue to organize activities in the areas outlined in the direction of work (c) above. It will report to the Committee on Sustainable Energy.

(7) Timber

The work programme on Timber is maintained and sharply focused on the following core activities: regular collection and publication of statistics; Forest Resource Assessment 2000; indicators of sustainable forest management and monitoring of forestry assistance for countries in transition (both developed for the pan-European ministerial process on the protection of forests in Europe); review of forest products markets; and long-term outlook for the forest and timber sector.

^{3/} This fixed duration does not preclude the possibility of reinstating a group of experts in the same field, again for a limited period of two years, after careful evaluation of the work achieved and provided that the Committee is in a position to define a new precise programme of work in the light of this evaluation.

The Timber Committee will maintain its close partnership with the FAO European Forestry Commission, with which it has an integrated work programme on timber and forest issues at the regional level.

(8) Human Settlements

The programme of work in this area has been streamlined and refocused on a limited number of priority issues, namely housing reform, land administration, urban renewal and sustainable human settlements development. The ECE human settlements programme focuses on practical strategies, based on best practices and case-studies, and on disseminating related information. The housing profiles for countries in transition provide those countries whose housing sector has been examined with the tools for improving their overall performance on housing and closely related issues. Experts from the ECE region share their expertise on cadastre and land registration problems with countries in transition. This can help them establish their own systems for land privatization and land use. Cooperation with local authorities on changing consumption patterns and urban renewal issues opens up new possibilities for ECE.

(9) Coordinating Unit for Operational Activities

A Coordinating Unit for Operational Activities is established in the ECE secretariat. Its role will be to deal with issues and activities which, within the ECE mandate, respond to the needs of specific groups of countries - countries in transition, sets of countries belonging to the same sub-region or groups of countries spread throughout the region but having a common interest in a specific issue where ECE has recognised expertise.

The Unit will use flexible methods of work and its activities will mainly take the form of workshops and seminars. A number of issues in the fields of engineering industries and automation and of science and technology will be addressed in this form, on the basis of the priority programme elements identified by the former intergovernmental bodies related to these fields. The Unit will also deal with renewable sources of energy. The identification of other issues will be demand driven: a country can propose a topic and the Unit will assist in channelling this proposal to other possibly interested countries. Through their direct contacts with technical ministries of member States, Regional Advisers may facilitate this identification of topics of common interest to several countries.

Once topics are identified, the Unit will check the technical relevance through consultations with the networks of experts concerned. When necessary, it will also check with other organizations involved in the same area so that there is no duplication of work and activities. Once its value-added is confirmed, the envisaged seminar or workshop will be incorporated into a roll-over programme which will be regularly adjusted and adopted during the year by the Commission.

Seminars or workshops may be organized either within the resource base of the Unit or by benefitting from the logistical and financial support of the interested countries as well as from other forms of extrabudgetary resources.

Concerning the latter, the Unit will be responsible for approaching various sources of funding, including multilateral ones, in order to support its operational activities.

In addition to carrying out these activities, the Unit will have the role of supporting and, when necessary, coordinating all other operational activities undertaken by ECE's Divisions, including by the Regional Advisers, in response to special needs and priorities of countries in transition. In this respect, it will prepare a report both on its own activities and on those developed by the Divisions. This report will be submitted to the Commission every year.

C. Executive Direction and Management, Administration and Technical Support Services

This section of the work programme covers three main areas:

- (1) The Office of the Executive Secretary, responsible for the executive direction and management which include the coordination of the work of the Commission, the relations with Governments, the coordination with, and reporting to, UN Headquarters - Secretariat, ECOSOC and the General Assembly - the relations with other UN entities and with non UN organizations and, finally, the external promotion of ECE and public information.
- (2) The Administration which deals with all issues related to staff administration, budgetary and financial matters and programme performance;
- (3) Technical services which provide support to all divisions in respect to electronic systems and which also supports ECE publications through graphics design.

CHAPTER II: CROSS-SECTORAL ISSUES

(a) Principles

Strengthening linkages among sectoral issues contributes to enlarging the bearing of ECE work and increasing its impact. Of particular importance are the linkages of the environment, trade and statistics areas with all the other ECE sectors of activities.

Introducing cross-sectoral concerns in all relevant activities is an integral part of the ECE strategic directions. Four concerns are particularly relevant for ECE work and have therefore to permeate all its activities. These are: the outlook for sustainable development, the mainstreaming of the gender perspective, the special concern for economies in transition, and the involvement of the business community.

Fostering intersectoral linkages and cross-sectoral concerns calls for cooperation and coordination both among PSBs and secretariat divisions.

(b) Mechanisms

Such cooperation and coordination require the following actions:

(i) at the intergovernmental level :

- all PSBs and their respective Bureaux should take into account the four above-mentioned cross-sectoral concerns when they prepare, adopt and implement their programme of work;
- when a PSB or one of its related bodies initiates an activity which is linked to other areas of work, it should associate the constituents concerned, in the most appropriate form;
- where necessary, joint meetings could be organized or joint ad hoc expert groups established, for a limited period. Proposals in this respect would have to be discussed and decided upon at the annual session of the Commission, where all PSBs are represented through their respective Chairperson.
- the PSBs' Bureaux are invited to review cross-sectoral concerns and inter-sectoral linkages every year in order to monitor decisions already taken and to envisage new initiatives.

(ii) at the secretariat level

- the Executive Secretary is requested to present a report every two years to the Commission on the effective integration of the four cross-sectoral concerns identified above into the ECE programme of work and studies;
- the Executive Secretary is also requested to make the appropriate arrangements within the secretariat in order to mainstream cross-sectoral approaches in the work of all divisions and to facilitate intersectoral activities.

CHAPTER III: WORKING METHODS AND EFFICIENCY

The objectives of the organizational reforms are threefold: (i) to secure an incremental process of streamlining programmes, focusing them on important issues of common interest and adjusting them to changing needs; (ii) to increase efficiency in the functioning of both the intergovernmental machinery and the secretariat; (iii) to achieve efficiency savings.

A. Reforms of the Commission and the PSBs

1. ECE intergovernmental structure

(a) Principles

The intergovernmental structure is streamlined in such a way as to reflect the refocusing of ECE activities and to best serve the substantive programmes of work as outlined in Chapter I above.

Furthermore, the intergovernmental structure needs to be made more homogeneous and transparent, in particular by eliminating those bodies which are confined to an intermediary role between specialized groups and bodies involved in policy discussion and decision making, and by changing as many PSB-related bodies as possible from working parties into ad hoc expert groups.

Based on these principles and on the ECE programme of work, the reformed intergovernmental machinery is outlined in Annex III.

(b) Mechanisms

- PSBs are invited to review the status of their related bodies and to limit them to two categories: working parties, which are of a standing nature, and ad hoc groups of experts which are established for a two-year period, with a precise programme of work and sunset clauses. PSBs are also requested to prepare a report on that review, which will be examined at the 1998 annual session of the Commission;
- the establishment by PSBs of any new related body should take the form of an Ad Hoc Expert Group. The Commission will decide upon any proposal from PSBs to establish a working party under their aegis. The request should be submitted with a strong justification of the need to establish an intergovernmental body of this type;

2. Working Methods

(a) Principles

Efforts already undertaken to reduce the length of the meetings of PSBs and of their related bodies have to be complemented by efforts aimed at focusing debates on a limited number of well-defined issues, allowing for an in-depth exchange of experiences and leading to policy conclusions, recommendations and appropriate actions.

In view of the limited resources, it is also necessary to reduce the number of formal sessions for all types of intergovernmental bodies whilst the practice of informal meetings at expert level on a specific issue should be further developed where agreed.

Finally, a simplification in the format and circulation of pre-session documents as well as in the reporting and follow-up procedures will serve the

twofold objective of increasing work efficiency and concentrating available resources on substantive activities.

b) Mechanisms

These principles lead to the following measures:

- the annual meetings of PSBs will be limited to three days; this objective should be reached within one or maximum two years as of April 1997. If, for specific reasons, a meeting needs to be extended, any additional session beyond the three-days limit should be informal;
- the responsibility of the Bureaux of PSBs will be strengthened in order to enable them to fulfil the following functions related to the organization of sessions: (i) the preparation of a well-focused agenda with the definition of objectives and the setting of time-allocation for each item; (ii) indication of principal topics where decisions are needed; (iii) delineation of themes of discussion of the session; (iv) monitoring and evaluation of the work since the previous session; (v) monitoring and coordination of activities in order to avoid duplication with the work of other relevant organizations; and (vi) proposing of priorities in the programme of work, listing, where possible, various options;
- in view of this increased responsibility, PSBs are invited to enlarge the composition of their respective Bureau so that it reflects ECE constituency in a balanced way; the enlarged Bureaux will meet as often as necessary to perform their new role. To be effective this proposal implies that extra-budgetary resources are made available to facilitate the participation of CIT members which otherwise could not attend;
- the secretariat is requested to prepare pre-session documents which are well-focused and as short as possible; such documents should be analytical and problem-oriented rather than informative; and an executive summary, together with recommendations or decisions to be taken, should be presented at the beginning of each document;
- at the end of each meeting, PSBs are invited to adopt a short report, listing the main conclusion points and decisions taken; this report will also reflect, where necessary, divergent points of views on important issues when consensus has not been reached. For substantive topics prompting an exchange of experiences and/or a policy debate, the secretariat is requested to summarize the discussion after the meeting and to consult the Bureau before finalizing this summary and circulating it to member States.

B. The Commission

(a) Principles

The sessions of the Commission have the following objectives:

- to review PSBs work and provide orientations for the preparation of the biennial programme budget;
- to allow for an annual exchange of views among member States, partner institutions, the business community and NGOs on strengthening cooperation within the ECE region; as part of this exchange of views, a debate will be organized on a major economic issue pertinent to all countries of the region.
- to allow for a dialogue with the Chairpersons of PSBs on cross-sectoral concerns and intersectoral issues and activities;

(b) Mechanisms

- as of 1998, the length of the annual session of the Commission will be reduced to 3/4 days;
- accordingly the annual session will include the following elements:
 - (i) a debate on a major economic issue pertinent to all countries of the region and to the integration of the region (one day);
 - (ii) a dialogue with the chairpersons of the PSBs on cross-sectoral concerns and intersectoral issues and activities (half day);
 - (iii) discussion with sub-regional groupings (half day);
 - (iv) dialogue with the Business community (depending on decisions taken by the Commission in this respect) (half day); (v) election of the Bureau and adoption of the report;
- the Executive Secretary in consultation with the Bureau will formulate the provisional agenda, taking into account the revised structure of the annual session;
- the secretariat in turn will review the number and format of the documents accordingly;
- in order to allow for an in-depth discussion of policy issues, member States are invited to provide information and analysis in advance and the secretariat is requested to circulate them through electronic forms of communication;
- the report of the annual session will be adopted by the Commission at the end of the meeting. It will be restructured and shortened so as to contain the listing of the decisions taken and of the specific actions to be undertaken by the Commission; it will also reflect, where necessary, divergent points of view when consensus has not been reached. For the part of the session devoted to the economic policy debate, the secretariat is requested to summarize

the discussion after the meeting and to consult the Bureau before finalizing this summary and circulating it to member States.

C. Programme Procedure

(a) Principles

The adjustment of the programme of work of the Commission must be implemented through an incremental and transparent process aimed at responding to new requests and emerging priorities of member States, adapting to new developments in the region and taking into account possible changes in the resource base.

The PSBs have the primary responsibility for this adjustment in their respective area of work as they are the best placed to determine their own priorities.

The Commission has an oversight responsibility which it exerts by defining the substantive orientations of the overall programme of work, by determining and updating the balance among the subprogrammes within a given resource base, and by arbitrating among competing requests from PSBs when required.

The Commission will adjust its work programme at least every two years, prior to the preparation of the next programme budget, thus providing overall guidance to the Executive Secretary and ensuring the desired link to the programme budget process. In order to advise the Commission on the regular programme adjustments to operate, a Group of Experts on the Programme of Work, open to all ECE member States, is established. It will perform its task according to the mechanism outlined below.

(b) Mechanisms

PSBs will decide on their work programmes, defining for all activities concrete objectives and a timetable for completion. PSBs will be assisted by the secretariat which will advise on the human resources necessary to implement such activities.

New activities to be undertaken without the possibility of being financed by extrabudgetary resources will be offset by the termination of other activities requiring a similar level of resources.

PSBs will rank all activities initiated or underway in order of priority. They will indicate, if any, other important activities which they would wish to undertake beyond the existing programme and which would therefore require additional resources.

The Group of Experts on the Programme of Work will have the following functions:

- (i) to examine the programmes of work of the PSBs and to advise on arbitration between the competing additional demands from PSBs when they imply significant shifts among these programmes;
- (ii) to advise on how to adjust the programme of work according to possible changes in orientation, to anticipated changes in the level of resources for the next biennium or, in respect of the current biennium, to unexpected changes of such a magnitude that it would have a significant impact on the existing programme of work.

The secretariat will assist the Group of Experts by providing the following information:

- (i) an indication, if available, of any increase/decrease in the level of the budget for the next biennium;
- (ii) the PSBs programmes of work and the breakdown of the resource allocation both among them and within each work area;
- (iii) an indication by PSBs of additional requests together with an estimate by the secretariat of the human resource implications of these requests.

The Group of Experts will meet every two years in the Autumn, prior to the preparation of the programme budget submission by the Executive Secretary. On the basis of the priorities identified by the PSBs, their possible additional requests and the information on resources provided by the secretariat, the Group of Experts will formulate recommendations on adjustments and shifts in the ECE programme of work.

These recommendations will be forwarded as a draft decision to an Ad Hoc Informal Meeting of the Commission which, for this specific purpose, will convert into a formal session. Once the decision is adopted, the Commission will request the Executive Secretary to take it into account in preparing his programme budget submission for the next biennium and, to the extent possible, introduce transitional measures immediately.

The Executive Secretary is requested to prepare a note on the feasibility of moving the date of the annual session from April to November and on the advisability of holding the session every two years.

In addition, the Group of Experts may be convened by the Bureau in the following circumstances:

- (i) prior to each annual session, to prepare other draft decisions which are deemed essential for the functioning of the Commission;
- (ii) at any time in the year when important unexpected changes in the resource base are decided by the relevant bodies of the General Assembly or at the request of the Executive Secretary;

All meetings of the Group of Experts will operate in an informal manner.

As of 1998, all PSBs are requested to hold their respective annual session during the period January-September. Subsequently, the Group of Experts on the Programme of Work will hold its first autumn session for preparing recommendations prior to the submission of the programme budget 2000-2001.

D. The secretariat

(a) Principles

A secretariat capable of serving its member countries has the following characteristics:

- It is efficient and productive;
- Its staff are motivated and cooperate among themselves;
- Its working methods and distribution of resources are transparent;
- Its resources are allocated in a manner commensurate with the work programme; reciprocally member States should make sure that the work programme corresponds to staffing possibilities.

(b) Mechanisms

Executive Secretary

- The Executive Secretary will structure the secretariat in a manner commensurate with the work to be done as decided upon by member Countries and will provide the overall guidance necessary to implement the programme of work.
- The Executive Secretary will brief member States on a regular basis on the resources approved or likely to be approved by the General Assembly for the implementation of the Commission's programme. He will also provide regular information concerning the status of vacant posts, redeployment of resources and any measures taken to meet unforeseen developments, including budgetary reductions.

Member Countries

- Member countries will support the Executive Secretary's efforts to adapt the staff allocation to changes in the programme of work.
- Member countries will allow the Executive Secretary to exercise his authority and judgement in the recruitment of staff.

CHAPTER IV: RELATIONS WITH OTHER BODIES**(a) Principles**

The relationships of ECE with other bodies are governed by the following principles:

- to consolidate cooperation with organizations which have a similar membership to ECE and a complementary mandate. This applies to OSCE: as demonstrated by the ongoing cooperation between the two institutions, ECE is in a privileged position to provide substantive contributions to the economic dimension of OSCE activities. This also applies to the Council of Europe and its Parliamentary Assembly : their membership is getting increasingly closer to that of ECE and the economic focus of the latter is complementary to the mandate of the former which primarily covers human rights, democracy and social issues;
- to seek better cooperation and synergies with institutions or organizations which, within the ECE region, have a more limited membership, with a long-standing and strong secretariat. This applies, in particular, to ECE relationships with OECD in such areas as statistics, environment, transport, energy, economic analysis, and trade and enterprise development.
- to strengthen cooperation with institutions which, so far, are more of a political than a technical nature. Experience shows that, in its areas of competence, ECE is well equipped to support specific activities initiated by sub-regional groupings - inter alia, the Commonwealth of Independent States, the Black Sea Economic Cooperation, the Central European Initiative, the Baltic Council of Ministers, etc. - whilst, for their part, the latter help in making the products of ECE, particularly on norms and conventions, better known;
- to develop further the cooperation with organizations which have specific activities or projects in the same fields of work and in the same countries as ECE, on the basis of comparative advantages. Along this line, ECE provides its technical and legal expertise for activities supported by financing institutions such as EBRD, World Bank, European Investment Bank and UNDP;
- to avoid duplication on the part of ECE as well as on the part of other regional organizations. The risk of duplication relates particularly to well-circumscribed activities which are not multifaceted and which have a strictly technical nature;
- to strengthen cooperation with the European Community through the European Commission, taking due account of the specific nature of the European Union and of its role in the fields of economic assistance and integration. The ECE will seek to further develop cooperation with the European Commission within the framework of

the PHARE and TACIS programmes. Furthermore, cooperation will also be sought in such areas as statistics, environment, transport, energy, economic analysis, and norms - and standards-setting.

- to promote exchange of experiences and cooperation among UN organizations active in the region. Within its mandate, ECE is well-placed to play this role on cross-sectoral concerns and those sectoral areas where it has regular work and recognized expertise, in particular for the preparation of, and the follow-up to, UN Global Conferences for which regional commissions have been assigned tasks by member States.

(b) Mechanisms

Building up cooperation on the basis of complementarities among regional and sub-regional organizations and institutions whilst avoiding duplication of activities is primarily the responsibility of member States. In order to reach this objective, the following actions are required:

- the Bureaux of PSBs are invited to conduct a periodic review of the work programme of other international organizations and institutions active in the same area; these reviews should lead to an appropriate division of tasks through programme adjustment and to various forms of cooperation such as joint programmes of work in areas of common interest, joint activities and joint products;
- in order to facilitate the review, PSB Bureaux are invited to consider the possibility of securing the participation in their meetings of senior staff from major international organizations involved in the same area of work, as is already the case for the Conference of European Statisticians;
- when a new activity is decided, the PSB concerned should explore all possibilities to cooperate with other relevant organizations;
- PSBs should establish a system by which emerging duplication due to new activities initiated by other bodies would be quickly identified and notified; consultations on the nature and content of the activity concerned should then lead to agreements concerning the location of this activity and, if appropriate, the division of labour and cooperation required;
- the PSBs concerned and their respective Bureaux are invited to explore ways of further improving the division of labour among ECE and other bodies within the framework of the "Environment for Europe process" and in the field of transport where ECE is involved together with OECD, ECMT and the European Commission; the Chairpersons of these PSBs would subsequently report on proposed mechanisms to the Commission;
- the Executive Secretary is requested to have regular consultations with OSCE and to report to the Commission on the modalities of the

ECE contribution in the following fields: (i) the economic dimension of security; (ii) providing analytical and technical support to the Economic Forum and to seminars/workshops convened by OSCE on economic issues;

- taking into account resource implications, the ECE secretariat is requested to develop regular contacts with its counterparts in other organizations through electronic communication, intersecretariat meetings, networks of focal points and cross-participation in meetings and seminars.

CHAPTER V: RELATIONS WITH OTHER ACTORS

A. Business Community

(a) Principles

Strengthening relationships with the business community is an integral part of the efforts made to adapt ECE activities to the changing realities of the region, including the emergence of the business sector in countries in transition.

These relationships are mutually beneficial: on the one hand, the business community has an opportunity to express its concerns and to discuss policies issues with member States, in particular with countries in transition, as well as to be involved in ECE sectors which are of interest to enterprises; on the other hand, ECE can get new ideas and fresh impetus on a number of issues, to gain support for some of its activities and to make its products better known and used.

ECE cooperation with the business community has to develop within a transparent framework and in compliance with the principles of neutrality and objectivity attached to the international public service.

(b) Mechanisms

- PSBs are invited to promote various forms of involvement of the business community in their respective programme of activities. This can be implemented through, inter alia, participation in relevant meetings, support to concrete projects and development of specific outputs such as publications or information material;
- The secretariat is requested to initiate a comparative study on the process of establishing national Government-Industry Advisory Councils in countries in transition, based on the experience already gained in this respect;
- An ad hoc working group composed of member States and secretariat will be set up in order to consider ethical guidelines governing relationships with the business community; the group should :
 - (i) take stock of the rules which have already been established by the United Nations for their relationships with the private sector;

(ii) define guidelines for ensuring transparency and equal treatment of enterprises in their involvement in ECE activities;
(iii) make recommendations on the participation of the business community in national delegations at intergovernmental bodies;

- The Executive Secretary is invited to develop cooperation with the International Chamber of Commerce for further developing cooperation with the enterprise sector.

B. Other non-governmental actors

(a) Principles

A number of professional and technical associations, most of them having consultative status with ECOSOC, participate in the work of PSBs and some of their related bodies. NGOs dealing with cross-sectoral concerns, such as sustainable development and the advancement of women, are also involved in activities of the Commission, while relationships with academic institutions are developed in the field of economic analysis. All of these non-governmental entities bring approaches and inputs that are complementary to those provided by Governments and the enterprise sector on issues addressed by ECE.

(b) Mechanisms

The Commission and its PSBs are invited to explore ways further to develop synergies with NGOs, professional associations and academic institutions, including with those non-governmental actors supporting various dimensions of the transition process in the ECE strategic areas of work.

ANNEX I

RESOURCE BASE BY WORK AREA IN PERCENTAGE

Work Areas	Allocation on basis of reduced resource base (2376 months) <u>4/</u> Resource percentage
A. EXECUTIVE DIRECTION AND MANAGEMENT, ADMINISTRATION AND TECHNICAL SUPPORT SERVICES	
Office of the Executive Secretary	5.5
Administration	4
Technical support services	4.5
B. ENVIRONMENT	15
C. TRANSPORT	16
D. STATISTICS	11 <u>5/</u>
E. ECONOMIC ANALYSIS	17.5 <u>6/</u>
F. SUSTAINABLE ENERGY	
Sustainable energy	3.25
Gas	1.25
G. TRADE, INDUSTRY AND ENTERPRISE DEVELOPMENT	
Trade facilitation, EDIFACT and agricultural standards	7
Trade, industry and enterprise development	8 <u>7/</u>
H. TIMBER	3
I. HUMAN SETTLEMENTS	2
J. SPECIAL UNIT	2
Total	100

4/ Corresponds to a total of 2376 work months. If the translation of work months into dollar terms provides for the possibility of additional posts within the 1998-1999 budgetary ceiling currently allocated to ECE under the regular budget, those additional posts will be allocated to areas in need of strengthening.

5/ This figure is limited to resources in support of the Conference of European Statisticians, and therefore does not include those resources used to support statistical work in other Divisions.

6/ Of which 6 per cent relates to the maintenance of statistical data bases in CIT countries.

7/ This area includes the chemical industry and steel

ANNEX II

LIST OF PROGRAMME ELEMENTS WITH
INDICATIVE RESOURCE ALLOCATIONS (%) ^{8/}

	Programme element	PSB	Resources %
A.	EXECUTIVE DIRECTION AND MANAGEMENT, ADMINISTRATION AND TECHNICAL SUPPORT SERVICES		
1	Service of the Commission and relations with governments	Commission	} 5.5
2	Executive Direction and Management		
3	Coordination with the UN headquarters and other UN entities	ECOSOC	
4	Coordination with non UN organizations	Commission	
5	External Promotion of ECE and Public information	--	
6	Administration	--	4.0
7	Information system support (these staff are located in Statistical Division and report to the Director of the Statistical Division)	--	} 4.5
8	Cartographic (these staff are located in Statistical Division and report to the Director of the Statistical Division)	--	
B.	ENVIRONMENT		(15.0)
9	Implementation of the Environmental Programme for Europe	CEP	0.8
10	Regional promotion of Agenda 21	CEP	0.3
11	European energy conservation strategy ^{a/}	CEP	0.3
12	Environment and economics	CEP (JWG)	0.5
13	Sustainable consumption patterns	CEP	0.3
14	Preparations for the 1998 Ministerial Conference	SO	0.7
15	Environmental performance reviews	CEP	4.4
16	Preparation of a draft convention on access to environmental information and public participation in environmental decision-making	CEP/WG	0.7
17	Convention on Environmental Impact Assessment in a Transboundary Context ^{b/}	CEP/MS	0.7

^{8/} As indicated in Chapter I of the Plan of Action, this list of programme elements is indicative and can be further refined by the relevant PSBs at their next annual session, within the resource base allocated to them.

	Programme element	PSB	Resources %
18	Convention on the Protection and Use of Transboundary Watercourses and International Lakes <u>c/</u>	CEP/WP	0.7
19	Convention on the Transboundary Effects on Industrial Accidents	CEP/MS	0.7
20	Convention on Long-range Transboundary Air Pollution	EB	4.6
21	Support to the regional environmental conventions	CEP	0.3
<u>a/</u> Subject to approval by CEP. <u>b/</u> Convention will enter into force in early 1997. Thereafter the Meeting of Signatories will cease to exist. <u>c/</u> Convention entered into force on 6 October 1996. Thereafter the Working Party on Water Problems ceased to exist.			
C.	TRANSPORT		(16.0)
22	Review of general trends with regard to transport development and transport policy and analysis of specific transport economic issues <u>a/</u>	ITC/WP.5	0.6
23	Road transport infrastructure <u>b/</u>	ITC/SC.1	0.5
24	Harmonization of requirements concerning international road transport and facilitation of its operations	ITC/SC.1	0.4
25	Road transport safety	ITC/SC.1/ WP.1	1.4
26	Regulations for the Construction of Vehicles	ITC/WP.29/ GR's	3
27	Rail transport infrastructure <u>c/</u>	ITC/SC.2	0.5
28	Harmonization of requirements concerning international railway transport, including rail safety, and facilitation of its operations	ITC/SC.2	0.4
29	Inland waterway infrastructure	ITC/SC.3	0.4
30	Harmonization of requirements concerning international inland waterway transport, including inland water transport safety, and facilitation of its operations	ITC/SC.3/WP.3	0.4
31	Regulations on the transport of dangerous goods by road, rail, inland waterways and combined transport <u>d/</u>	ECOSOC/CETDG ITC/WP.15; IWG	4
32	Regional Conference on Transport and the Environment	PREPCOM	0.8
33	Promotion of combined and multimodal transport	ITC/WP.24	0.8
34	Harmonization and simplification of Customs and other requirements for border crossing concerning all modes of inland transport	ITC/WP.30	1.5
35	Harmonization of regulations and standards relating to the international transport of perishable foodstuffs and facilitation of its operation	ITC/WP.11	0.2

	Programme element	PSB	Resources %
36	Methods of collection and definition of statistics on inland transport and road traffic accidents	ITC/WP.6	0.3
37	Publication of statistical information in the field of transport	ITC/WP.6	0.6
a/	Activities related to workshops are devoted to the concerns of CITs.		
b/	Activities related to the TEM project take into consideration the concerns of CITs.		
c/	Activities related to the TER project take into consideration the concerns of CITs.		
d/	One third of the resources indicated are for the servicing of the ECOSOC Committee and Sub-Committee of Experts on the Transport of Dangerous Goods.		
D.	STATISTICS		(11.00)
38	Promotion and coordination of multilateral statistical work	CES	0.85
39	Management and policy issues of concern to presidents of NSOs	CES	0.7
40	Transition countries in the ECE region	CES	1.1
41	Relations with countries outside the ECE region (including countries in the Mediterranean region)	CES	0.05
42	Management of information technology infrastructure	CES	0.8
43	Statistical data collection and processing	CES	0.9
44	Dissemination and interchange of statistical information	CES	0.9
45	Geographical and regional data	CES	0.2
46	Implementation of the system of national accounts	CES	0.4
47	Transport	CES	0.6
48	Price statistics, including purchasing power parities	CES	0.2
49	Agricultural statistics	CES	0.2
50	Business registers and administrative records in support of economic statistics	CES	0.3
51	Gender statistics	CES	0.1
52	Registers and administrative records for social and demographic statistics	CES	0.3
53	Population and housing censuses	CES	0.5
54	Health statistics	CES	0.1
55	Demographic statistics (including projections, migration and fertility)	CES	0.3
56	Standards and frameworks for environmental data and indicators	CES	0.4
57	Environmental database development and dissemination	CES	0.3
58	Dissemination of statistical data by the secretariats	CES	1.2

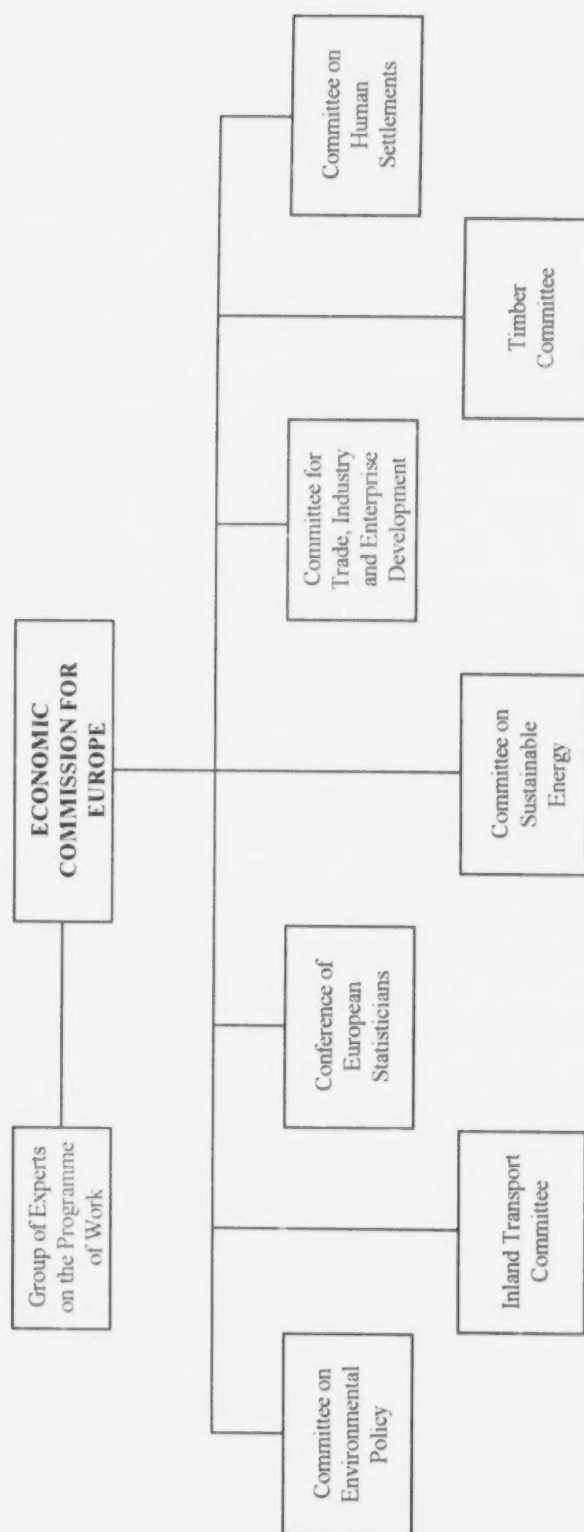
	Programme element	PSB	Resources %
59	Statistical support for other activities of the secretariats	CES	0.6
60	PEs in which the CES will be <u>inactive</u> in the next two years (21 PEs)	CES	-
E.	ECONOMIC ANALYSIS		(17.5)
61	Exchange of information on the development of national economies and on policies and programmes, and current growth conditions and their long term implications	Commission	0.5
62	Workshops et al.	Commission	0.5
63	Review of economic developments, problems and prospects in the ECE region	Commission	16.0
64	Population analysis	CES	0.5
F.	TRADE, INDUSTRY AND ENTERPRISE DEVELOPMENT		(15)
	Trade Facilitation, EDIFACT and Agricultural Standards		(7)
65	Data elements and automatic data interchange	TRADE/WP.4	3.1
66	International trade procedures and documentation	TRADE/WP.4	2.9
67	Standardization of perishable produce and quality development	WP.1	1.0
	Trade, Industry and Enterprise Development		(8)
68	Preparation and revision of Guides relating to international commercial transactions	TRADE/WP.5	1.3
69	Organization of seminars and workshops	TRADE	1.3
70	Analysis of recent and perspective trade trends	TRADE	2.4
71-74	A small number of additional PEs proposed to be transferred to this work area (with the corresponding number of work months) from the work programmes of the Working Party on the Chemical Industry and the Working Party on Steel.	TRADE	2.0
75	Regular guidance for international standardization through identification of sectors which are of interest to member Governments	WP on Standardization	0.3
76	Review of developments, prospects and problems at the international, regional and national levels	WP on Standardization	0.1
77	Measures to facilitate the harmonization of principles and practices of standardization and related activities and training	WP on Standardization	0.2
78	Measures to facilitate the implementation of standards and technical regulations, including the approval of definitions of terms and recommendations used internationally in the fields of standardization and related activities	WP on Standardization	0.2

	Programme element	PSB	Resources %
79	Promotion of international certification systems and arrangements, and measures to achieve mutual confidence in the technical competence and reliability of national conformity assessment systems	WP on Standardization	0.1
80	Aspects of metrology relevant to testing activities	WP on Standardization	0.1
G. ENERGY			(4.5)
81	Market adaptation of the energy economies and national policies in central and eastern Europe	Committee on Sustainable Energy	0.2
82	Energy conservation developments, policies and prospects in the region	Committee on Sustainable Energy	0.2
83	Analysis of significant new developments affecting energy demand and supply in the short and medium term	Committee on Sustainable Energy	0.2
84	Interconnection of electric power networks in the region	Committee on Sustainable Energy	0.3
85	Energy Efficiency 2000	Committee on Sustainable Energy	1.0
86	Energy efficiency standards	Committee on Sustainable Energy	0.4
87	Work in the field of gas	Working Party on Gas	1.25
88	Market adaptation of the coal sector, and work in the field of clean coal and thermal power	Committee on Sustainable Energy	0.95
H. TIMBER			(3.0)
89	Collection and dissemination of information on trends in the sector, including publication of the Timber Bulletin	Timber Committee	0.6
90	Forest Resource Assessment 2000 (temperate and boreal forests)	TC	0.5
91	Contribution to implementation of resolutions H1 and H2 of the Helsinki Ministerial Conference, concerning sustainable forest management and conservation of biodiversity (to 1999)	TC	0.4
92	Review of markets for forest products and short term forecasts	TC	0.4
93	Outlook for the supply and demand for timber and for non-wood goods and services	TC	0.6
94	Review of national forest policies and topical policy issues	TC	0.3
95	Joint FAO/ECE/ILO Committee on Forest Technology, Management and Training	TC/FAO/ILO	0.2

	Programme element	PSB	Resources %
96	FAO Working Party on the Management of Mountain Watersheds (reports to EFC only) (serviced by the FAO Forestry Department)	TC	-
97	EFC/AFWC/NEFC Committee on Mediterranean Forestry Questions Silva Mediterranea (reports to EFC and two other regional forestry commissions) (serviced by the FAO Forestry Department)	TC	-
I. HUMAN SETTLEMENTS			(2.0)
98	Country Profiles on the housing sector	CHS	0.2
99	Improvement of urban environmental performance	CHS	0.2
100	Cadastre and land registration systems	CHS	0.2
101	Strategies for the implementation of urban renewal, housing modernization policy and housing finance	CHS	0.2
102	Major trends characterizing human settlements development	CHS	0.2
103	Human settlements problems in southern Europe: sustainable development of problem areas in the historic centres in the southern European countries	CHS	0.3
104	Human settlements situation and related current trends and policies	CHS	0.2
105	Development of human settlements statistics	CHS	0.5
J. SPECIAL UNIT			(2.0)
	Seminars on issues in the fields of Engineering industries and automation, science and technology, renewable sources of energy and electric power. Other topics to be identified	Commission	2.0

ANNEX III

NEW STRUCTURE OF PRINCIPAL SUBSIDIARY ORGANS *



* As indicated in Chapter III A.1 of the Plan of Action, the PSBs are invited to review the status of their related bodies in order to make the ECE intergovernmental structure as a whole more homogeneous and transparent.